Response to District Administrative Unit Reviews (AURs)
Prepared by: Bakersfield College Academic Senate
Endorsed by: College Council
December 6, 2019

Business Services
Mike Giacomini, Vice President of Finance & Administrative Services has a document that provides detailed information. We suggest that Mike Giacomini and Debbie Martin, KCCD CFO, organize small workgroups with DO staff and BC staff to efficiently solve issues to improve the operational work of the college and district. Here are a few examples of issues:

- Duplicative internal auditing and compliance checking is highly inefficient and slows down processes. This results in additional workload at the district and creates a negative impact on colleges. (KCCD Summary Item #1)
- Grant reports are consistently late and this has created a significant hardship for grant managers and the college. (AUO #5)
- The college believes that the information being communicated to financial aid auditors on behalf of the college is inaccurate. (AUO #6)
- The travel process is cumbersome particularly for students. The college has seen delays in payments to vendors. (AUO #8)

Construction and Facilities Planning
Mike Giacomini, Vice President of Finance & Administrative Services will provide feedback directly to Debbie Martin, KCCD CFO.

Educational Services – Economic and Workforce Development
Section 1 Unit Overview (pages 6-7): This particular unit seems to be overstaffed. Here are suggestions for staffing that are functionally streamlined.

- Director of Programs and Compliance – Previously the position oversaw the CCPT grant which is now in the GU001 funding phase and is required to be sustained for a minimum of 2 years. Since the grant has sunsetted there are no reporting requirements. The work funded by GUI is institutionalized at the colleges within their CTE structures. If there is any lingering districtwide conversations that need to be had, it could happen through the Associate Vice Chancellor position.
- Director, High School to College Transition - this role currently supports work funded through Perkins. This funding should be given to the colleges based on the split previously agreed upon and allow the colleges to meet the requirements. Is it really necessary to have a role for this function?
- Director Adult Education – This position is needed only if the District is serving as the consortium lead.

- Director, Workbased Learning – There is no need for the district to have a separate role from the college responsibility.
- Director of Economic and Workforce Development – This position is critical.
- Training Manager – There does not appear to be a difference in the work of this position to that of the Director, Economic and Workforce Development. The work should be consolidated into one role.
- Educational Trainer –Hazardous Training must be self-sustaining. Previously, contract education was sustaining cost of the work associated with the role.
- Program Manager – This position is not needed

Section 6 Current Unit Resources (page 16):

- The classified salaries should not be moved to GU001 funding; when these positions were created, it was always to fall under categorical funding. At the college level, we have been extremely careful with using GUI dollars.
- We support the need for funding to support dualenroll.com and CATEMA/Banner integration.

Human Resources
1. The general premise of the HR function should be to support and in service to the HR functions for the college as determined by the needs of the college to facilitate smooth operations. HR should support and be in service to the HR needs of the campus. There is little reference to providing service and support in the HR AUR. Instead, it appears that the department is focused on creating rules and what appears to be inflexible procedures that create more barriers to the day-to-day operations of the college. Examples:
   - Inflexibility in HR Processes lead to barriers and delays
   - HR Must strengthen skills in recruiting. This is not by adding additional positions, rather it is developing the mindset for recruiting. Also, recruitment should be prioritized over HR taking on new responsibilities, like professional development, that the colleges are already doing.

2. There are several references to implementing a learning management system for professional development. On page 2, under "Current Needs" it is listed as one of four "needs" and then repeatedly re-stated throughout the document for emphasis.
   - One rationale shared on page 2 is that this could "allow flex hours to be tracked." This is not a priority for the college. We have critical needs in recruitment, timeliness on processes that are essential in the operations of the college.
   - The district already has a learning management system, CANVAS. Why would we need a different platform even for compliance types of activities?
   - Bakersfield College is recognized as a state-wide leader in professional development, and has a well-established system of conference participation and professional activities for faculty, staff and managers. In addition, the College is seeking to incorporate "micro-credentialing" as a tool for professional development activities.

- The district has already identified that the IT department does not have the capacity to provide student success support assistance for technology related projects such as Starfish that provide student level assistance and interventions. The college's priority for IT is focusing on technologies that immediately impact student success.

A proposed solution: If the district want to "track" professional development, require the colleges to provide an annual report to the chancellor on professional development performance with metrics. This used to be part of the State of the College reports that were due in December. The colleges could do a standalone and indepth report for professional development.

3. There is a page numbering error. After page 4, the numbering system restarts.

4. On page 5, (Section One d) the Director of Human Resources is listed as being responsible for managing labor relations and collective bargaining. This position has not been designated as a labor negotiator by the Board of Trustees.

5. In general many of the supplemental functions for the Director of Human Resources position were formerly performed by the Vice Chancellor of Human Resources. There needs to be added clarity of the differences between the Director's role and the Vice Chancellor's role.

6. On page 4, 5 and 6, many of the supplemental functions for the Human Resources managers at the colleges are listed as "train College management team on compliance issues ..."
We suggest either deleting these statements or, if needed, be revised to "Human Resources managers should keep the college management team informed of changes in laws and other compliance issues."

7. In Section Two: AUOs, on page 16 of 27: This requires IT support and this is not a priority for the college. The technology priorities for the colleges are projects that impact student success.

8. In Section Two: AUOs, on page 16 of 27, under criteria for determining success in service delivery, Bakersfield College request that criteria 3 be restated as "Measure time from ~~initial screening~~ requisition <u>submission</u> date to completed 1st committee screenings."

9. In Section Three: KPIs, on page 19 of 27. Complaints and investigations are listed as being reduced to only 42. Yet, in the budget submittals, investigation costs seem to have risen.

10. On Section Four: AUOs, on page 20 of 27 there is a reference to implementing CODESP. We suggest having this item go through our decision making process.

Information Technology
MIS Data Reporting: One significant issue is the importance of being accurate with our MIS data being reported to the State Chancellors Office. Repeated efforts to correct data have been challenging and the responsiveness to this critical issue has been slow. This has been an on-going issue and data that isn't accurate can ultimately affect our funding and resources allocated to the college and it's various categorical programs.

Positions: Hiring of new employees is always a difficult challenge because of the long-term fiscal commitment in keeping and maintaining an employee. The question often becomes do we hire the positions at the campus or do we hire them at the district office. Although we support the need for additional positions in the KCCD IT department, those positions still need to be evaluated through the lens of whether additional funded positions should be in other departments on the campuses or at the district office. BC recognizes the dramatic growth in applications needing support and implementation and understands the need for additional ERP analysts but would encourage taking those requests through the appropriate decision making process so they can be vetted with other positions being considered at the campus level.

IT Security: The KCCD IT team has made some great improvements with it security. For example, there has been a stronger effort to provide end-user education including FLEX sessions and new involvement in the year-long Classified and Manager academies. Additionally, there have been some technical changes on the back-end to improve the security posture of the district.

Integration and Automation: Automation will often free up IT resource for other tasks, which can then have a positive impact on staffing issues. We will continue to advocate and encourage for improving integration and automation within our various IT systems and departments.

Institutional Research and Reporting
Dr. Craig Hayward, Dean of Institutional Effectiveness, will be providing feedback directly to Dr. Bob Ngo, Director of Institutional Research and Reporting.